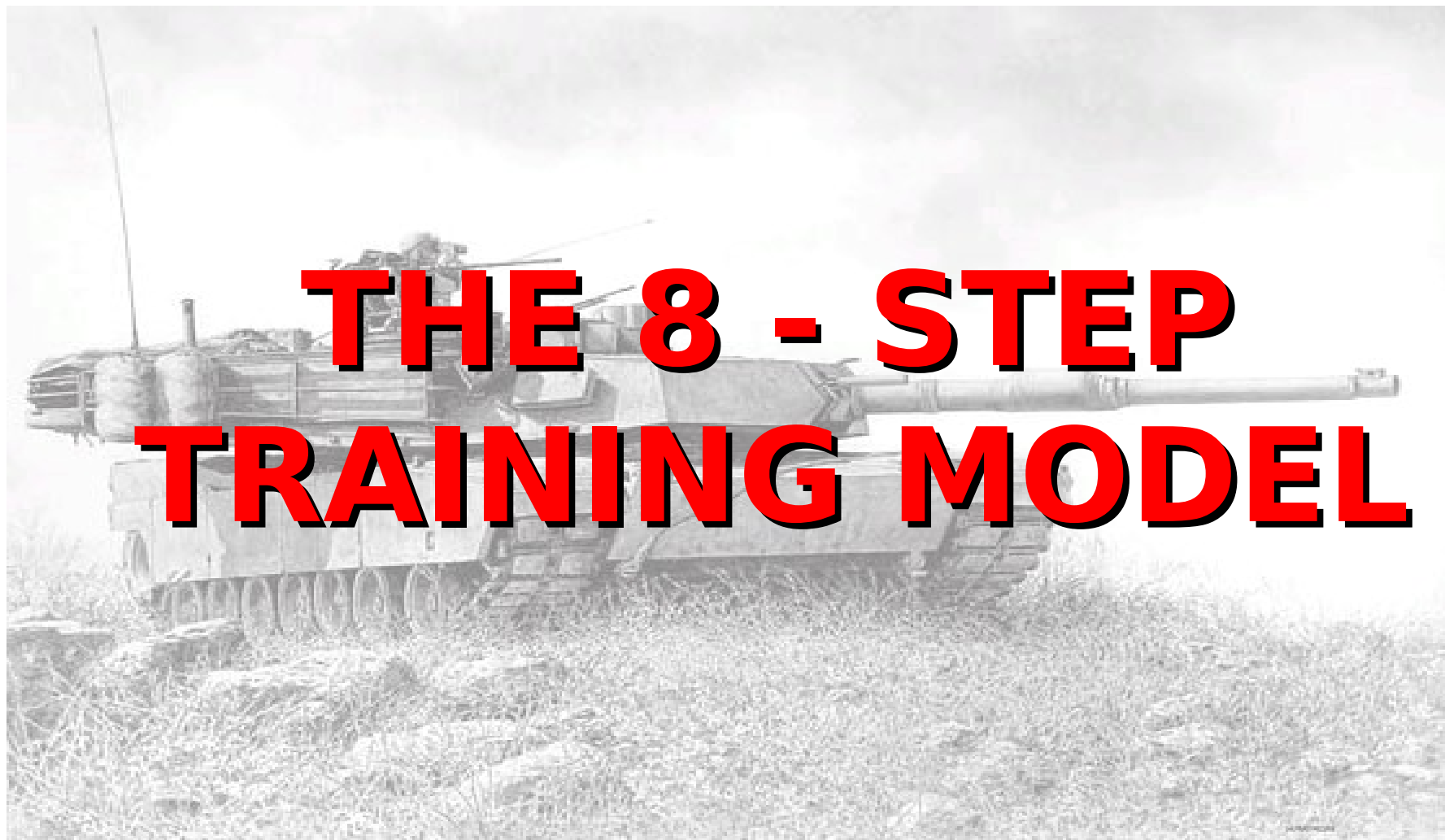


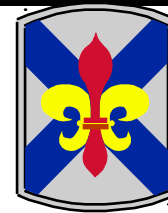
THE 8 - STEP TRAINING MODEL



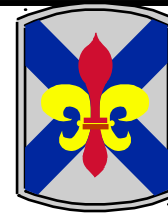
M1A2 ABRAMS



References



- **ARTEP 17-237-10-MTP**, September 1996,
Subject: Mission Training Plan for the Tank Platoon
- **FM 25-101 and FM 25-100**, September 2000,
Subject: Battle Focused Training and Training the Force
- **FM 7-0**, October 2002, Subject: Army Training Doctrine
- Leadership the Warrior's Art, MAJ Christopher Kolenda, Army War College Foundation Press, 2001.
- Memorandum, XVIII ABN Corps, December 2000,
Subject: Command Training Guidance



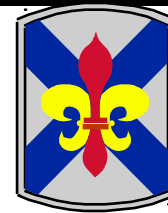
Agenda

- **Introduction**
- **Development of the 8 - Step Training Model**
- **Anatomy of the 8 - Step Training Model**
 - **Plan the Training**
 - **Train and Certify Leaders**
 - **Reconnoiter the Site**
 - **Issue the Plan**
 - **Rehearse**
 - **Execute**
 - **Conduct an After Action Review (AAR)**
 - **Retrain**
- **Review of the Training Model**
- **Small Group Presentation**
- **Conclusion**



8-Step Model

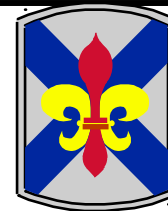




Development of the Training Model

- Provides a sequence with which units can plan and coordinate individual and collective training
- ***“Leaders use the 8 - Step Training Model as their template for planning, preparing, executing, and assessing training. Just as we execute the Troop Leading Procedures for tactical operations, execute the 8 - Step Training Model for training.....”***

- General Thomas Schwartz



8-Step Model



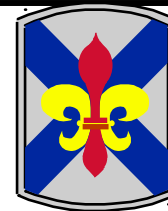


Plan the Training

Training management cycle

- A typical NG unit is resourced with 39 days per man of training each year - there is time to train, but no time to waste.
- Every unit in the Army has mandatory and directed training to conduct: APFT, CTT, IWQ, Weapon System Qual., Civil Disturb., Strength Management, etc.
- After identification of mandatory requirements, leaders must determine the impact on training time and resources.

Figure 1-5.



Plan the Training

Cont.

- Utilizing the guidance provided in FM 25-101 leaders must conduct METL Development in order to determine the unit wartime critical tasks. This focuses training.

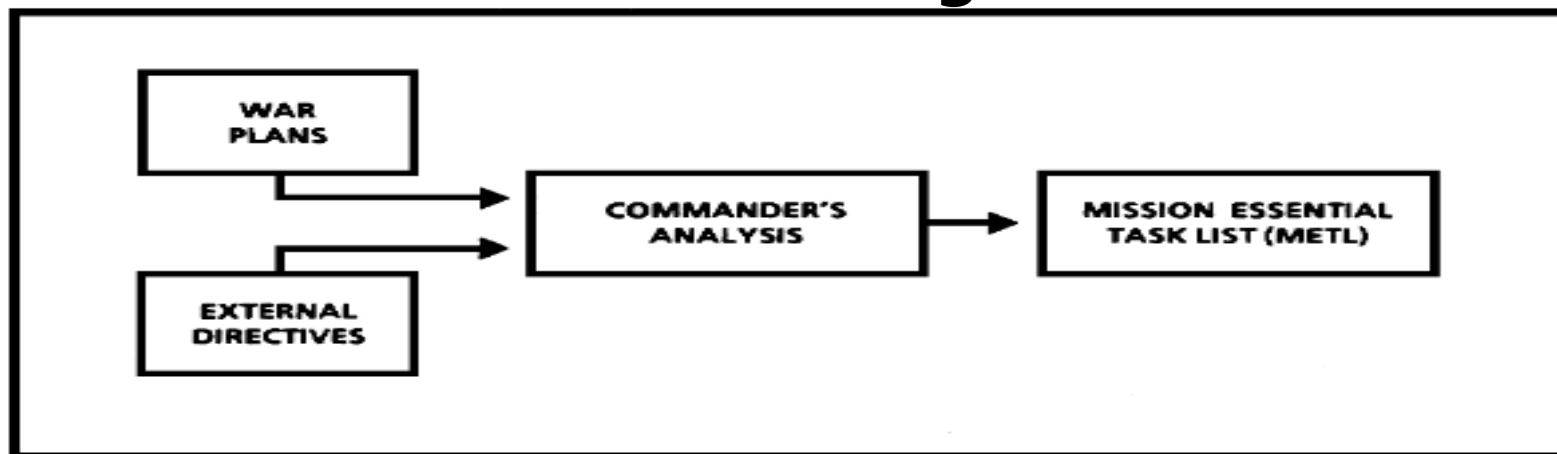


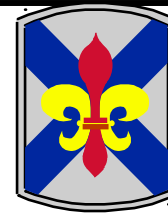
Figure 2-1.

- Leaders must then develop a **Training Plan that is battle - focused.**



Plan the Training

Cont.



- Leaders develop Training Guidance derived from BOTH the METL/critical task lists and directed training.

- Conduct a deliberate Unit Assessment to determine current training levels.

- Use the Training Guidance and Unit Assessment to develop a **comprehensive, battle focused** Training Plan.

- *Leaders must seize opportunities to get soldiers to the field and train on the basics; these tasks equate to a football team's ability to block, tackle, pass, and kick. No team is capable of winning no matter the skill level of the players without the fundamentals.*



Plan the Training



Relationship between missions, METL, and battle tasks

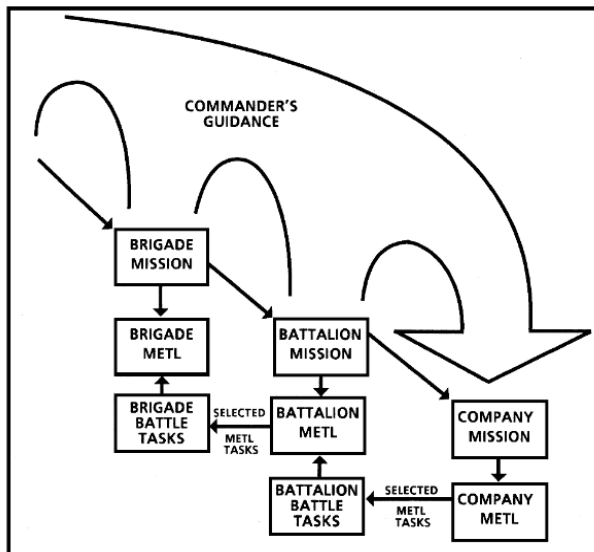
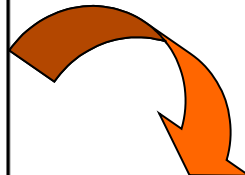


Figure 2-28.

Cont.



COMANCHE TROOP, 1st SQUADRON, 1st U. S. CAVALRY
METL



- Alert, Upload, and Deploy in a timely and complete manner to allow quick support of the Squadron mission
- Conduct thorough Preparations for Combat Operations that ensure ready troops
- Conduct Reconnaissance Operations focused on Zone Reconnaissance
- Conduct Security Operations focused on Stationary Screens and Moving Flank Guards
- Support and Sustain the Force with robust maintenance and supply activities

BLACK HAWK

Training Guidance

External Guidance

- Higher QTG, YTG
- Mandatory Tng
- Cdr. Policy Letters
- Annual Tng Req.
- State/Federal Req.

Team Armor & Cavalry / 1-

204th IN BCT

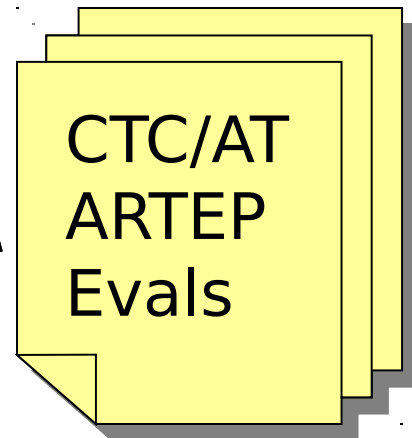
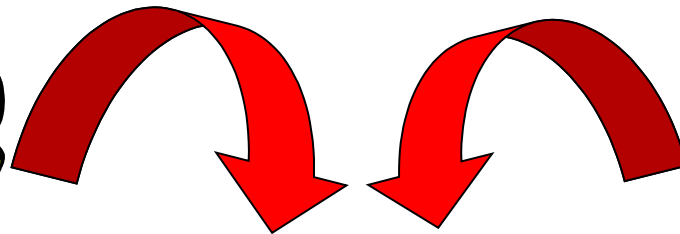


Plan the Training

Cont.



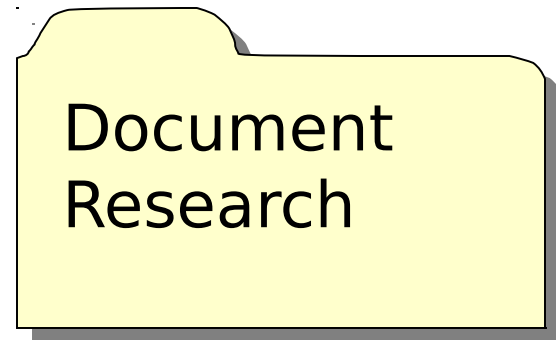
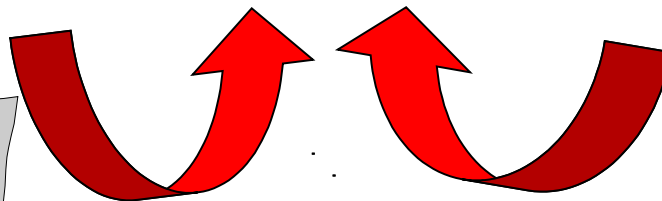
Subordinate Input



**Unit
Assessment**



Leader Input



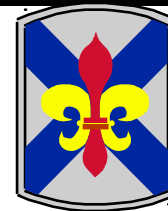
Team Armor & Cavalry / 1-

204th IN BCT



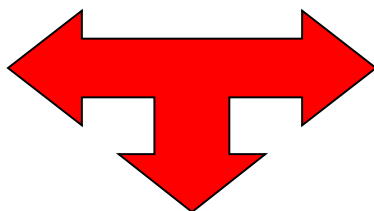
Plan the Training

Cont.



**Unit
Assessment**

**Training
Guidance**



TRAINING PLAN



Training Scenario

METL Task

Zone Recon
17-3-4010

CMDR Guidance

- Conduct Mounted Recon
- Conduct TLPs
- All PLTs in Field for 5 days
- Utilize an LTA for AO

Leader Tasks

-Prepare a Situation Report or
Status Report -171-121-4051

Crew and Individual Tasks

- Establish an Observation Post - 17-5-2220
- Navigate a Vehicle Cross Country - 17-5-5975
- Occupy a Veh. Over watch / SBF Position -17-5-2510

Platoon Collective Tasks

- Conduct TLPs - 17-3-0065
- Area/Zone Recon at Plt Level
- 171-123-1301
- Route Recon - 01-1960.21-3009

Individual Plt. Assessment

- OP operations need training
- Drivers need training

Team Armor & Cavalry / 1-

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Training Scenario

Cont.



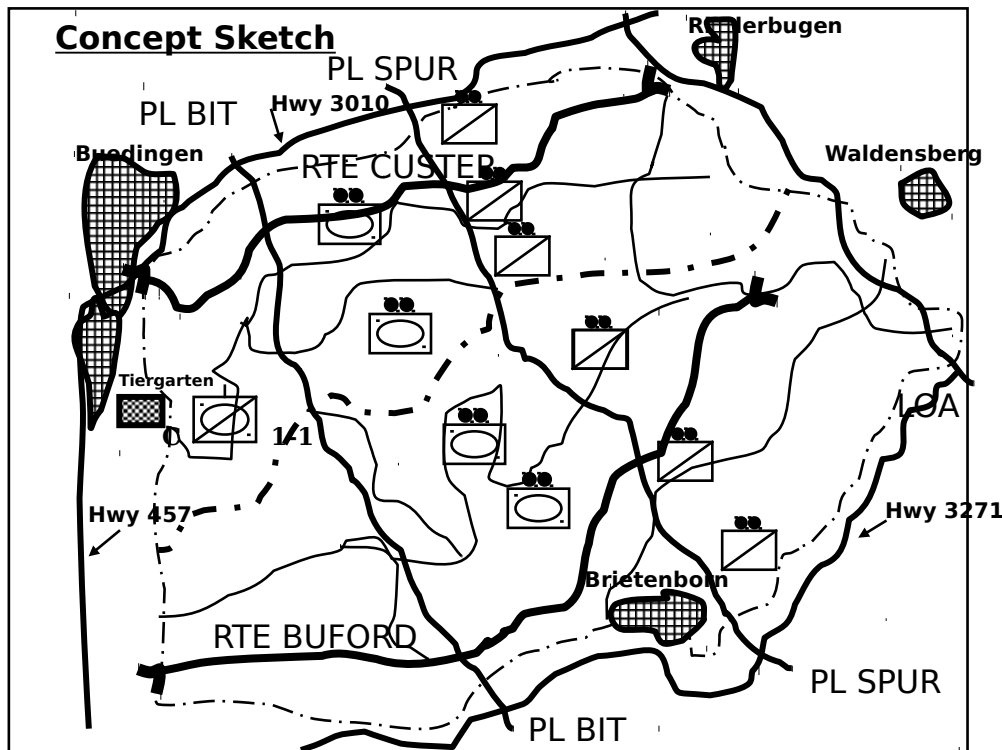
Tasks to be trained

1. TLP (Troop & Platoon level order)
2. Reconnaissance
 - a. Zone Recon
 - b. Area Recon
 - c. Rte Recon
3. Security Operations (screen)
4. Report Combat Information
5. Consolidate/Reorganize

Mission

C Troop conducts HMMWV missions on 20 - 21 FEB to train sections on mounted Reconnaissance Operations and the troop on C² in a field environment.

Concept Sketch



Resources: required/ coordinated

Time: 3 days for Troop

Terrain: Budingen MRA

Ammo: Pyro (Smoke)

MILES: 80 sets personal, 12 MTS kits

Vehicle: Support for an additional 12 HMMWV

Life Support: Class 1 for 100 personnel for 3 days

OPTEMPO: All 19D, 19K, 11C, C² cell, O/Cs

Method of evaluation

CMTC style HMMWV top AAR after each iteration led by section O/C

O/C for the section tasked external to troop

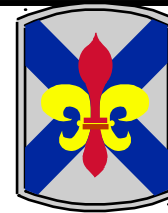
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8-Step Model





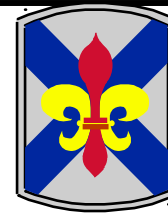
Train & Certify Leaders

- Essential step (only behind AAR in importance).
- Involves all trainers, evaluators, and leaders instrumental to the training.
- **Steps of Certification Process**
 - Identify leaders vital to training success
 - Identify skills that contribute to training success
 - Develop a plan to train the leaders on the skills
 - Utilize a certification method to validate proficiency on skills
 - Plan re-training and continuing training to maintain skills

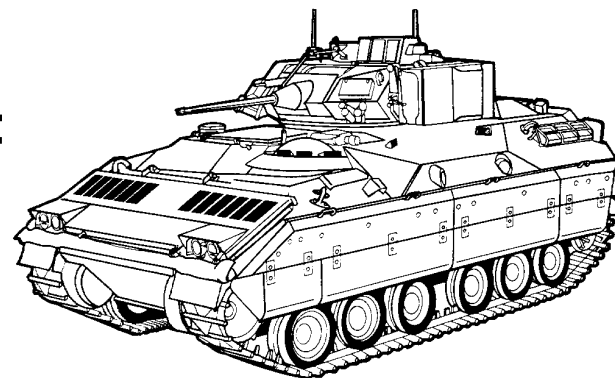
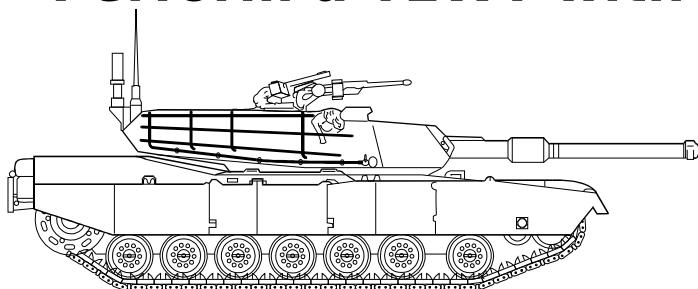
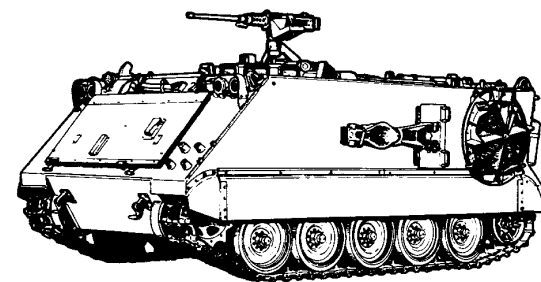


Training Scenario

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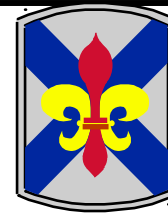


- **Identify all PL, PSG, Sr. Scouts and O/Cs as key leaders**
- **Determine Fundamentals of Reconnaissance & TLPs are essential skills**
- **Conduct a Leader Teach**
 - Reconnaissance Operations
 - Reporting Procedures
 - TLPs
- **Conduct a sand table exercise per Plt. with AAR feedback**
- **Conduct any retraining needed**
- **Perform a TEWT with briefing point**



Team Armor & Cavalry / 1-

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10 Minute Break



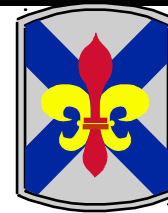


8-Step Model





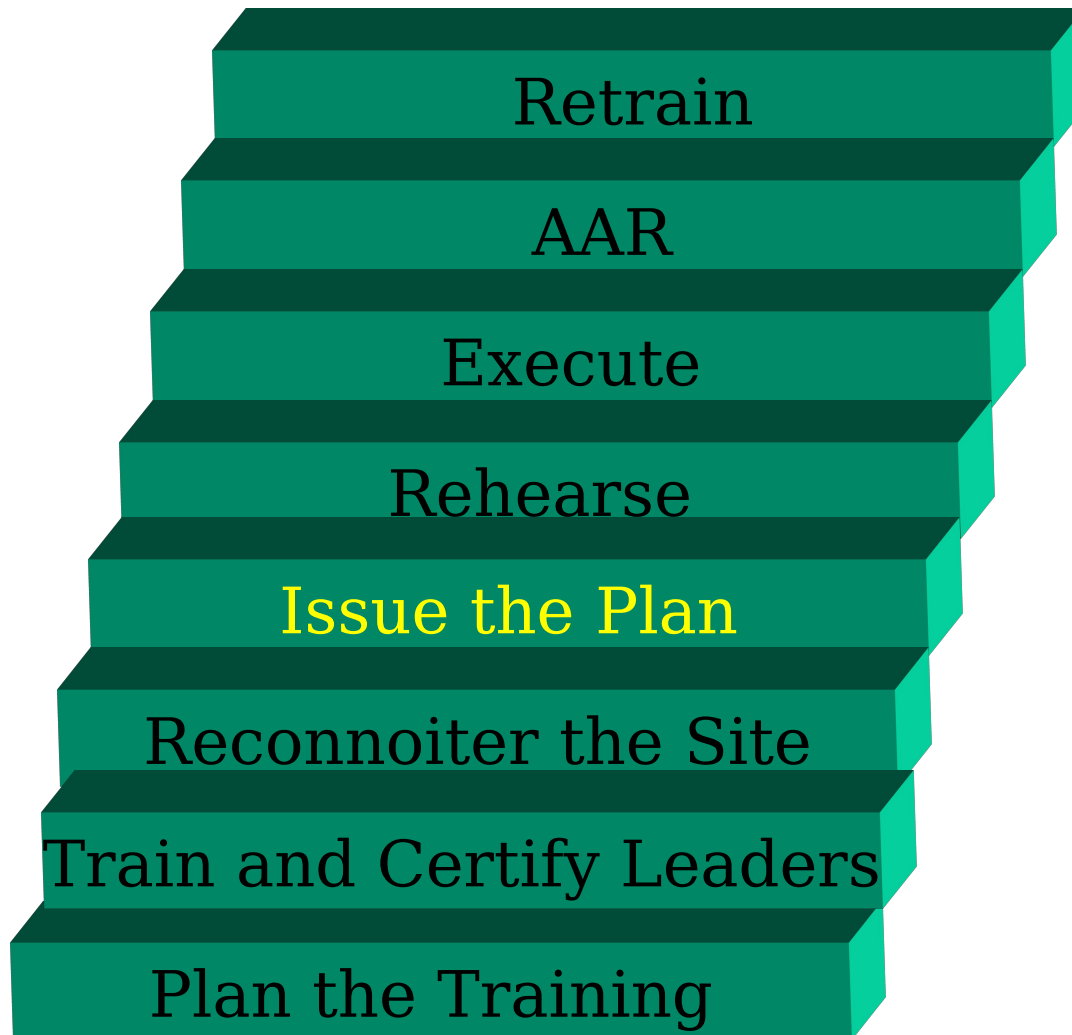
Recon the Site



- **Recon to determine the suitability of the site.**
- **Ensure the area meets the training needs IAW doctrine, regulations, safety considerations, etc.**
- **Take opportunity for brief backs from leaders to ensure understanding of the training during the recon.**
- **Take opportunity to discuss training to determine any shortfalls with the initial plan.**



8-Step Model





Issue the Plan

- **Plan must be transmitted in written format (OPORD, FRAGO, MOI).**
- **Use standard OPORD format: All essential elements are communicated clearly and it is embedded training.**
- **Doctrinally, near term planning begins at four months out, therefore:**
 - **4 Months out WARNO**
 - **2 Months out OPORD**
 - **Under 2 months publish changes w/ FRAGO**



Training Scenario

Cont.



Concept

Sustain section level performance of reconnaissance and security operations by:

- Building on the dismounted FTX and JCATS training from January
- Focused on section leaders in tank and scout platoons and relying on junior leaders to execute platoon plans
- Platoon leadership concentrates on TLPs with a focus on development of OPORDs and FRAGOs with time constraints

Equipment/ Resources (specific)

Vehicles: 12 HMMWVs (3 per SCT Sect X 2)

(2 per TNK Sect X 2)

(1 per O/C X 2)

3 HMMWVs internal to troop utilized by OPFOR and C²

Helicopter: 1 SWT (2 per Team X 2)

MILES: 10 MTS Kits (1 per HMMWV X 10)

6 "God Guns" (2 per TNK section X 2)

(1 per O/C X 2)

40 Individual MILES kits

Resources: coordinated

Helicopter support: 1 SWT on 201000FEB01 flying in support of RTE & Area Recon

1 SWT on 211500FEB01 flying in support of Screen Ops

MILES: through S-3

Vehicles: through S-3

CLI: through HHT for 2 meals/day X 120 (will reduce to 50)

CLIII: through support platoon on stand by at EOM

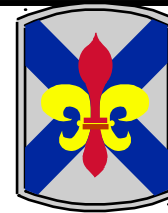
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Training Scenario

Cont.



Maneuver Concept

Section on section "Pony Fights" to train tactical movement and C2 by section leaders.

Pink (1st & 2nd PLT)

1 SCT Section & 1 TNK Section (3 SCT/ 2 TNK)

- LD on TRM into MRA
- Enter Zone & conduct RTE Recon --> produce RTE overlay
- Transition to Area Recon at end of RTE --> report SALTY on Mortar Team
- Conduct Zone Recon on an AA focused on ID of enemy on AA
- Receive HMMWV side AAR

Aqua (3rd & 4th PLT)

1 SCT Section & 1 TNK Section (3 SCT/ 2 TNK)

- LD on TRM into MRA
- Select/ Establish/Occupy Screen along an AA
- Screen AA to ID enemy movement on the AA
- Receive HMMWV side AAR

Receive COM and rotate to the opposite mission with same two sections

At EOM return to MP and receive an AAR

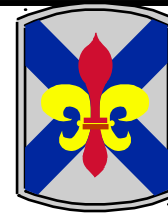
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Training Scenario

Cont.



Maneuver Concept

The platoons rotate sections into maneuver training portion the following day

1 SWT supports the RTE Recon on 20FEB01 and transition to observing the Area

1 SWT supports the Screen on 21FEB01 observing an NAI deep along the AA

Sections that are not in current maneuver training will be conducting:

- Drivers training and testing
- Gunnery training on Mini-tank range and UCFT
- Initial recovery operations

Recovery initiated on 23FEB01

	Periods	20 AM	20 PM	21 AM	21 PM	22 AM	22 PM	23
Sections						RETRAIN	RETRAIN	RECOVERY
1A	2B	RECON	SECURE					
1B	2A			SECURE	RECON			
3A	4B	SECURE	RECON					
3B	4A			RECON	SECURE			

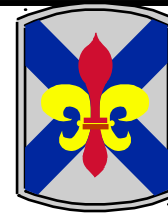
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8-Step Model





Rehearse

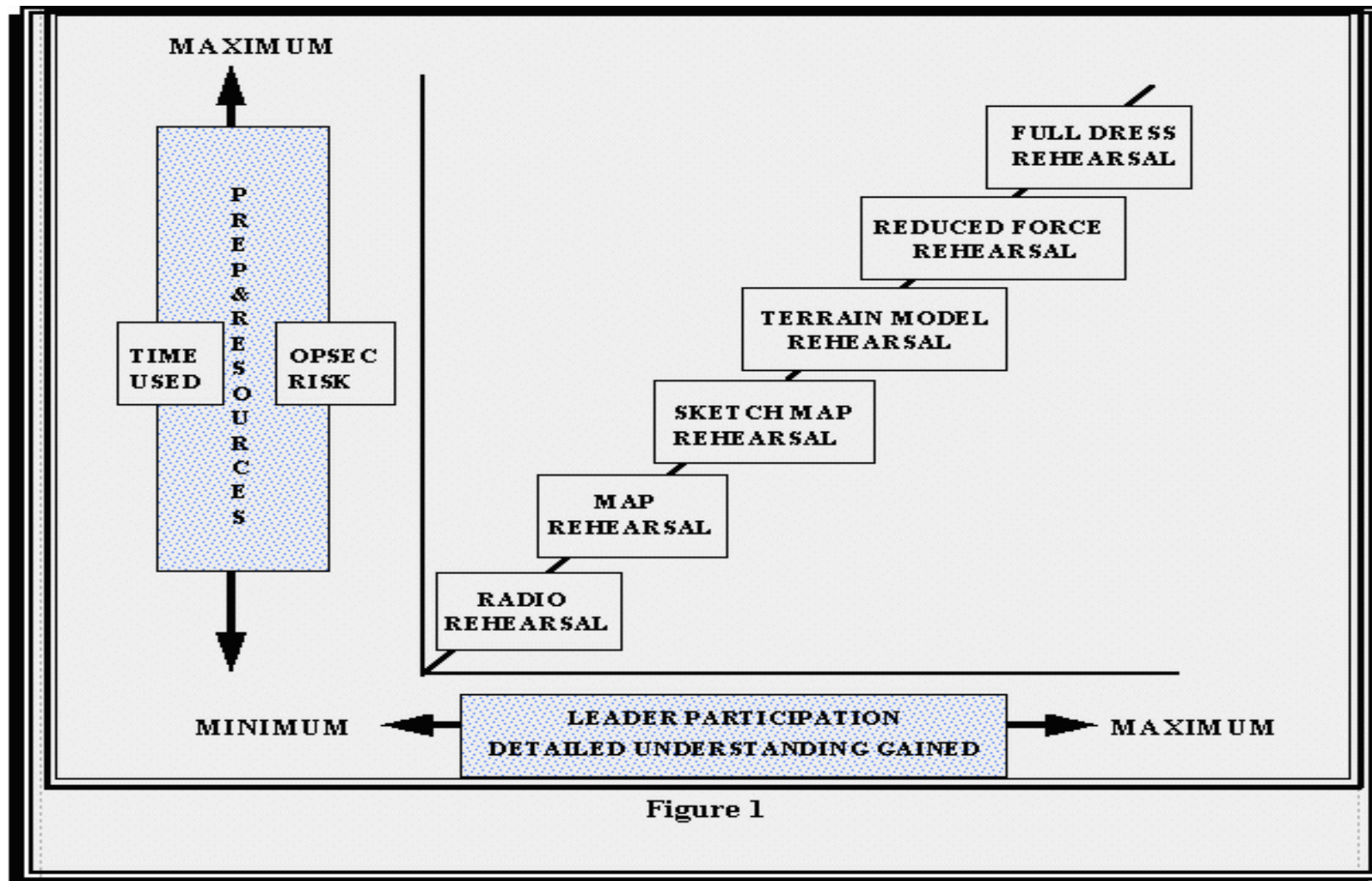
- Rehearsals are key to success by promoting the maximization of training.
- Always conduct a rehearsal (type is time dependent).
- Leader visualization of the task facilitates understanding and better execution of the task.
- Can serve as leader certification and training 

• ~~Examples of rehearsals and level of~~ Team Armor & Cavalry / 1-
204th IN BCT



Rehearse

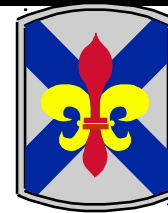
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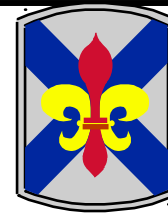


Training Scenario

Cont.



- **Conduct a Sketch Map Rehearsal of a Recon mission with PLs and PSGs**
- **Conduct a Map Rehearsal with leaders down to Sr. Scouts**
- **Conduct a Reduced Force Rehearsal with leaders down to Sr. Scouts (TEWT)**
- **Each PLT conducts a Terrain Model Rehearsal with leaders down to vehicle gunners**



10 Minute Break



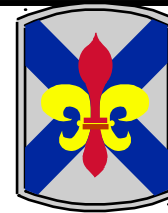


8-Step Model





Execute



- **Execution depends upon successfully implementing the 5 prior steps in a timely manner**
- **All involved must understand the task and purpose for effective and successful training**
- **Leaders must communicate the training standard and train subordinates to that standard**
- **Adequate recovery time after execution is essential prior to further training**

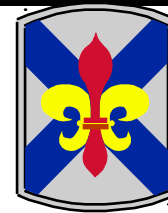


8-Step Model





Conduct an AAR

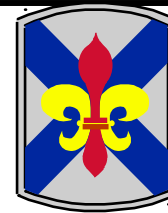


- This is the most important of the eight steps
- We must master the proper conduct of the AAR
- AAR is critical to assessment as well as determining future training
- Provides leaders and soldiers ability to provide input and express thoughts about training
- *Be candid, be frank - heck, be brutally honest. This is the time to put all pride aside and really discuss what went well and more importantly what not to be*



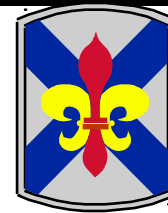
8-Step Model





Retrain

- **Training not to standard -- then retraining needed**
- **During planning, time must be set aside for retraining to attain the standard**
- **Retraining complete once the unit has been reevaluated, either on site or at a later date**
- **Soldiers must understand that substandard performance is unacceptable and they will be retrained to meet the standard. Leaders owe it to them!**



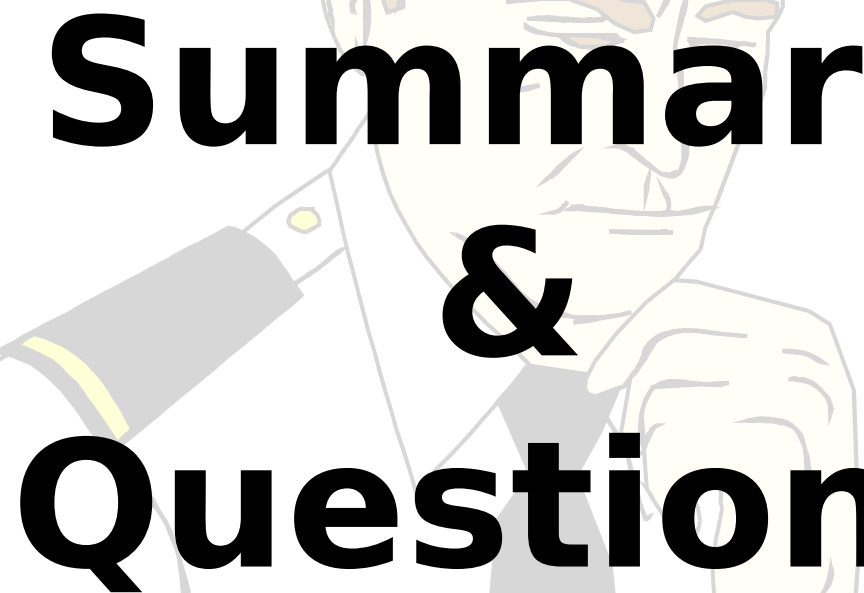
10 Minute Break



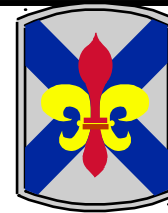


8-Step Model



A faint, stylized illustration of a man with light brown hair, wearing a white shirt, a grey tie, and a grey suit jacket with yellow epaulettes. He is resting his chin on his hand in a thoughtful pose.

Summary & Questions



Concluding Remarks

- Use the 8-Step Training Method to improve your
- Bottom line: All training leads to lethality!
You must make it the best possible!
- **Commander's Comments**



ATTACHMENTS

TRAINING CYCLE AAR FORMAT

Training management cycle

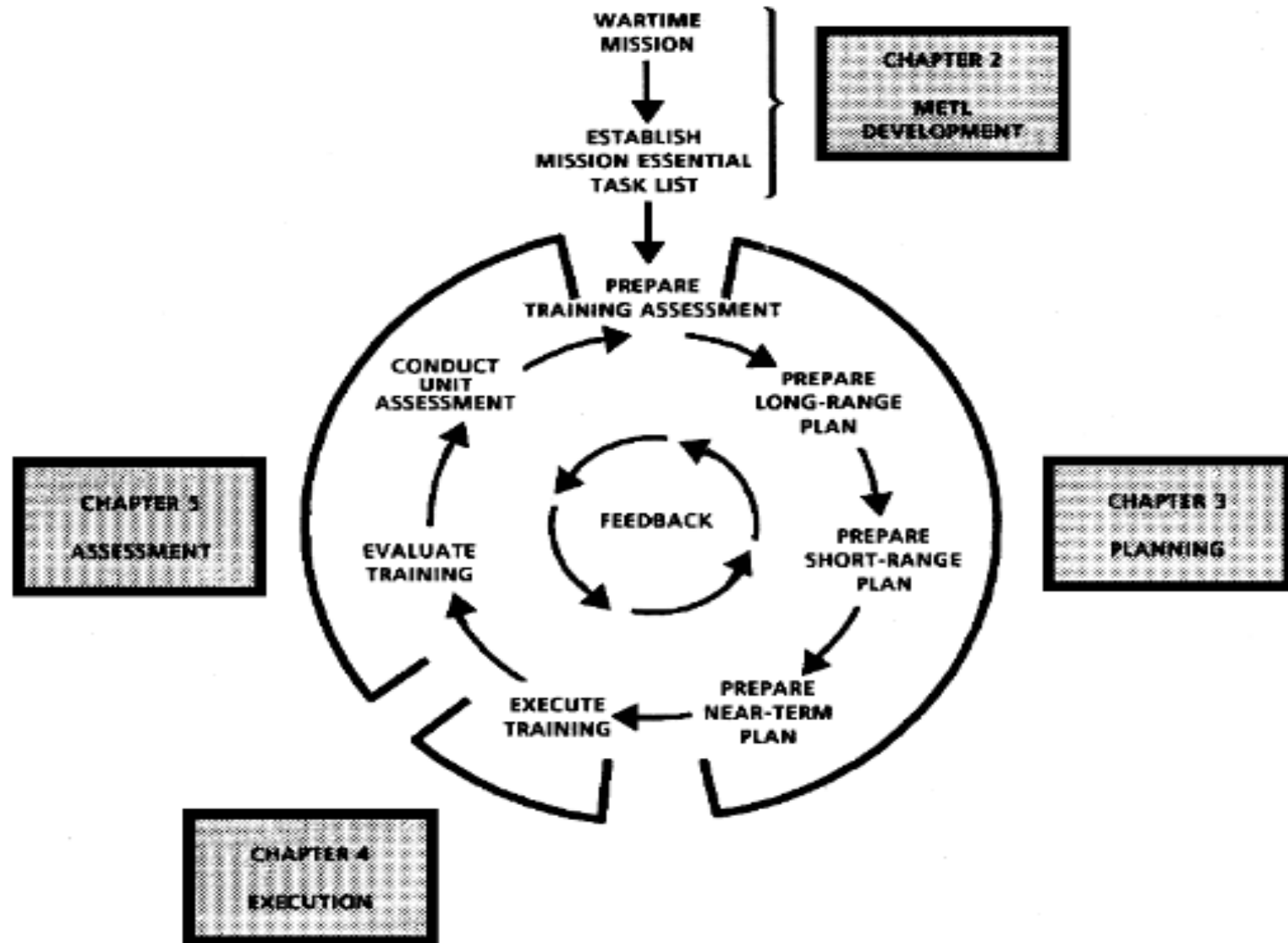
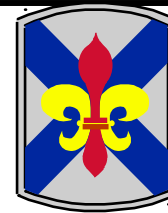


Figure 1-5.



TEAM ARMOR AND CAVALRY OBSERVER / CONTROLLER PACKET



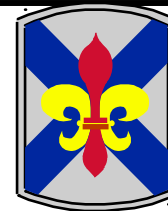
AGENDA

INTRODUCTION
TRAINING OBJECTIVES
RECENT EVENTS
KEY ISSUES
LESSONS LEARNED
SAFETY & FRATRICIDE
SUMMARY



PURPOSE:

- **WHAT HAPPENED**
- **WHY THINGS HAPPENED**
- **HOW CAN WE FIX PROBLEMS BEFORE THE NEXT MISSION?**



AAR

GROUND RULES

- **MAX PARTICIPATION BY ALL**
- **NOT A CRITIQUE**
- **NO THIN SKINS - BE HONEST; OK TO DISAGREE**
- **FOCUS ON LESSONS**



KEY TASKS

TASK:

CONDITION:

STANDARD:



BRIGADE MISSION



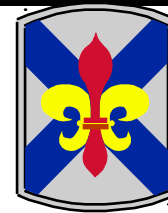


BRIGADE CDR'S INTENT





BN/SQDN MISSION





BN/SQDN CDR'S INTENT



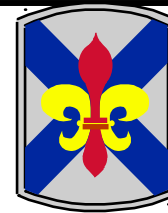


TROOP/COMPANY CDR'S INTENT





TROOP/COMPANY MISSION





PLATOON MISSION





FRIENDLY SITUATION





ENEMY MISSION





ENEMY SITUATION





KEY EVENTS





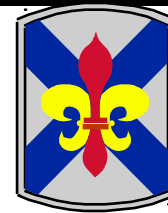
KEY ISSUES





SELF ASSESSMENT

- **ISSUES:**
- **WHY:**
- **HOW TO IMPROVE:**



BOS

BATTLEFIELD OPERATING SYSTEMS

INTELLIGENCE

MANEUVER

FIRE SUPPORT

MOBILITY, C-MOBILITY, SURVIVABILITY

AIR DEFENSE

COMBAT SERVICE SUPPORT

COMMAND & SIGNAL



PLANNING

TLPS

RECEIVE MISSION

ISSUE WARNING ORDER

MAKE A TENTATIVE PLAN

START NECESSARY MOVEMENT

CONDUCT RECON

COMPLETE THE PLAN

ISSUE THE OPORD

SUPERVISE AND REFINE



PLANNING

SUSTAIN

IMPROVE



PREPARATION

SUSTAIN

IMPROVE



EXECUTION

SUSTAIN

IMPROVE



NCO OBSERVATIONS

SUSTAIN

IMPROVE



SAFETY

1.

2.

3.



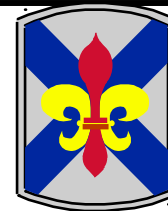
FRATRICIDE





SUMMARY





CONCLUDING REMARKS

- **TRAIN SAFELY**
- **GET BETTER WITH EVERY MISSION**
- **RETAIN YOUR FIGHTING SPIRIT**
- **IMPROVE YOUR FUTURE HOME STATION TRAINING**
- **SUSTAIN YOUR SELF - DISCIPLINE**
- **ALL ROADS LEAD TO LETHALITY**